Canada School of Public Service

2008-2009

Report on Plans and Priorities

The Honourable Vic Toews
President of the Treasury Board

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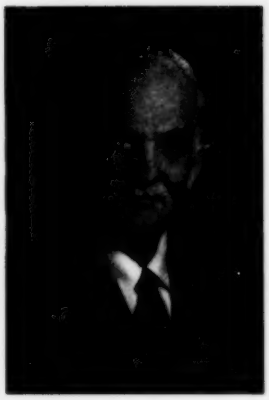
SECTION I—OVERVIEW

Minister's Message



I am pleased to present the Report on Plans and Priorities for the Canada School of Public Service. This report covers key plans, priorities and expected results for the period 2008-09 / 2010-11.

This government is committed to ensuring a federal government and federal Public Service that is effective and accountable. A strong and efficient public service is an important factor in a country's long term success. The Canada School of Public Service is an important player in achieving this priority through the development and delivery of an integrated approach to learning, training and development within the Public Service.

The School is the common learning provider for the federal government, serving the learning and leadership needs of public servants across Canada. By supporting employee development, providing leadership development for the Public Service, accelerating knowledge transfer on best practices in public sector management, and through its responsibilities for organizational learning, the School directly supports Public Service Renewal. It also contributes to instilling a shared sense of values and accountability among all public servants, in particular through the delivery of Required Training, under the terms of the Treasury Board *Policy on Learning, Training and Development* (January 2006).

During the planning period, the Treasury Board portfolio will pursue a clear agenda that seeks to strengthen accountability in government and the Public Service. Learning will be a key focus in achieving the objectives of that agenda, and the School has a fundamental role to play in this regard. It will be called upon to ensure that public servants have the common knowledge, and the leadership and management competencies they require to fulfill their responsibilities in serving Canadians.

The Honourable Vic Toews
President of the Treasury Board

Management Representation Statement

I submit for tabling in Parliament, the 2008-09 Report on Plans and Priorities (RPP) for the Canada School of Public Service.

This document has been prepared based on the reporting principles outlined in the *Guide for the Preparation of Part III of the 2008–09 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board of Canada Secretariat guidance;
- It is based on the department's strategic outcome(s) and its Treasury Board approved Program Activity Architecture;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from the Treasury Board of Canada Secretariat.

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Ruth Dantzer

President and CEO,
Canada School of Public Service

Raison d'être

To have a strong Public Service that serves Canadians, adapts quickly to change and achieves the government's priorities requires a culture of continuous learning and leadership. Acquiring knowledge and skills, and developing managerial and leadership competencies are the foundations of an effective and accountable government. The Canada School of Public Service (CSPS, the School) plays an important role in meeting the needs of both public servants and the government by providing one-stop access to learning, training, leadership and professional development.

Under the *Canada School of Public Service Act*, the School, as a departmental corporation, is mandated to:

- Encourage pride and excellence in the Public Service;
- Foster a common sense of purpose, values and traditions in the Public Service;
- Support the growth and development of public servants;
- Help ensure that public servants have the knowledge, skills and competencies they need to do their jobs effectively;
- Assist Deputy Heads in meeting the learning needs of their organization; and
- Pursue excellence in public management and administration.

The School achieves its mandate by ensuring that public servants have the foundational knowledge to perform their duties effectively, have access to leadership development programs, and are aware of innovative management practices and techniques to deliver results for Canadians.

Organizational Information

The School's Strategic Outcome - Public servants have the common knowledge and the leadership and management competencies they require to fulfill their responsibilities in serving Canadians - is supported by three program activities:

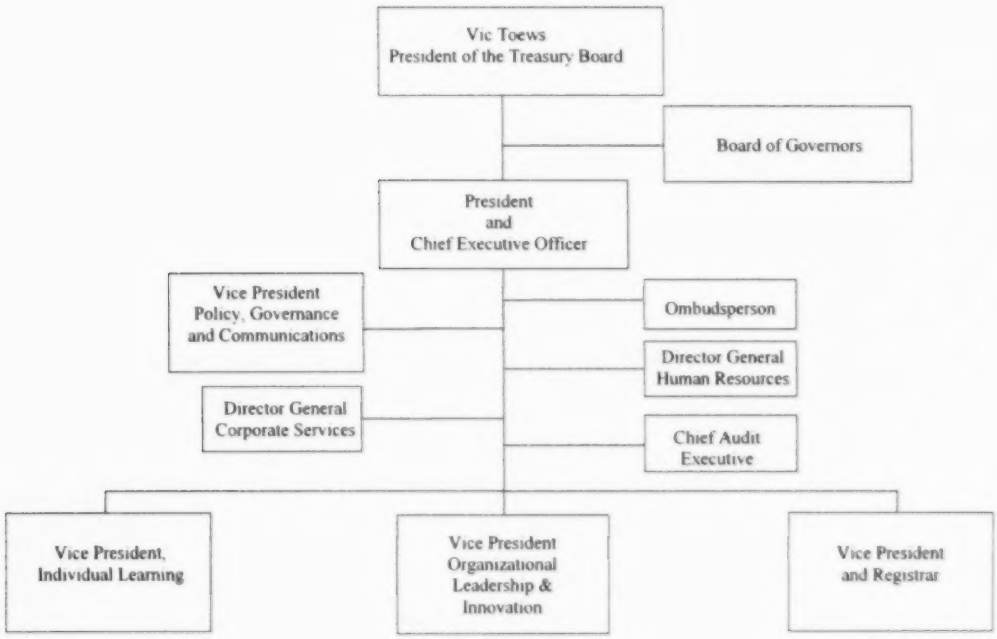
- Foundational Learning: Public servants are able to perform in their current job, take on the challenges of the next job in a dynamic, bilingual environment
- Organizational Leadership Development: Public Service has strong leaders delivering results for Canadians; and
- Public Sector Management Innovation: Public Service organizations innovate to achieve excellence in delivering results for Canadians.

The School's organizational structure is aligned with the Program Activity Architecture and includes:

- Three major operational sectors – Individual Learning, Organizational Leadership & Innovation and the Registrar, including regional offices; and

- Five areas of corporate support – Policy, Governance & Communications, Corporate Services, Human Resources, Internal Audit and the Ombudsperson.

The figure below highlights the elements of the organization.



Responsibility by Branch

Individual Learning

- Required Training
- Management and Professional Development Training
- Official Languages Learning & Retention
- Blended and Online Learning

Organizational Leadership and Innovation

- Innovation in Public Management
- Leadership Development Programs and Design
- Senior Leaders Program
- Strategic Organizational Change
- International Programs
- Visiting and Academic Fellows

Registrar

- Registration and Client Contact Centre
- Evaluation
- Departmental Client Relations
- Regional Operations

Policy, Governance & Communications	▪ Strategic Policy and Planning ▪ Market Analysis ▪ Corporate Communications and Promotion ▪ Governance, including Board of Governors secretariat ▪ Conferences and Special Events
Corporate Services	▪ Information Management and Technology ▪ Financial Management ▪ Administration
Human Resources	▪ Strategic HR Planning and Programs ▪ Labour Management Relations ▪ HR Operations
Internal Audit	▪ Assurance Services ▪ Consulting Services ▪ Audit Committee Secretariat ▪ External Audit Liaison
Ombudsperson	▪ Informal Conflict Management ▪ External Complaints Resolution

Governance

The School's governance model includes the following:

- A **Board of Governors** established by legislation and responsible for the conduct and management of the School. The Board is chaired by the Clerk of the Privy Council and Secretary to Cabinet. It meets at least twice each fiscal year.
- A **President** which is established by legislation. The President is the School's Chief Executive Officer and is responsible for supervising and directing the work of the School. Reporting to the President are the following Committees:
    - A **Senior Executive Committee** which is responsible for establishing priorities, approving budgets, overseeing the implementation of the strategic directions set by the Board of Governors and reporting to the Board on the School's operation.
    - **Operations and Management Committees** which assist with the operations of the School, focusing on the coordination and harmonization of operational and policy issues within the School, and overseeing the delivery of the School's core business.
    - An **Internal Audit Committee** which oversees core areas of control and ensures that the President has independent and objective advice, guidance, and assurance on the adequacy of CSPS' control and accountability processes. In 2008-09, CSPS will establish an External Audit Committee.

- An **Evaluation Committee** which reviews evaluation plans and approves evaluation reports.

- A **Human Resources Committee** which reviews proposed staffing strategies and, in accordance with School policies, makes recommendations on human resource requests to the President. The Committee advises the Executive Committee on emerging issues and trends with respect to human resources strategies.

Operational Flexibilities

As a departmental corporation, the School has the following flexibilities:

- Revenue Respending Authority (*CSPS Act*, section 18(1)

  Subject to any condition imposed by the Treasury Board, the revenue from fees received by the School in a fiscal year through the conduct of its operations may be spent by the School for its purposes in that, or the next, fiscal year.

- Staffing Authority (*CSPS Act*, section 15 (2)

  Despite subsection (1), the President may, on behalf of the School, appoint and employ teaching and research staff and may, with the approval of the Treasury Board, establish the terms and conditions of their employment, including their remuneration.

- Intellectual Property Management Authority (*CSPS Act*, section 18(1)

  The Board may, with the approval of the Treasury Board, prescribe the fees or the manner of determining the fees – (b) to be charged by the School when selling, licensing the use of or otherwise making available any copyright, trade-mark or other similar property right held, controlled or administered by the School.

For additional information see http://www.csps-efpc.gc.ca/about/gov_struc_e.html

Program Activity Architecture (PAA) Crosswalk

Overall, the Program Activity Architecture for CSPS was amended to include program titles in order to provide greater clarity and consistency with the Treasury Board Secretariat *Management, Resources and Results Structure Policy*.

Program Activity 2007-08	Program Activity 2008-09
1. Public Servants able to perform in their current job, take on the challenges of the next job in a dynamic, bilingual environment	1. Foundational Learning: Public Servants able to perform in their current job, take on the challenges of the next job in a dynamic, bilingual environment
2. Public Service has strong leaders delivering results for Canadians	2. Organizational Leadership Development: Public Service has strong leaders delivering results for Canadians
3. Public Service organizations innovate to achieve excellence in delivering results for Canadians	3. Public sector Management Innovation: Public Service organizations innovate to achieve excellence in delivering results for Canadians

The structure and content of the School's PAA has not been affected by these changes.

Voted and Statutory Items displayed in the Main Estimates

($ thousands)

Vote or Statutory Item	Truncated Vote or Statutory Wording	2008–09 Main Estimates	2007–08 Main Estimates
25	Operating expenditures	**58,529**	60,281
(S)	Contributions to employee benefit plans	**6,072**	6,309
(S)	Spending of Revenues pursuant to sub-section 18(2) of the *Canada School of Public Service Act*	**32,000**	20,000
	Total Department or Agency	**96,601**	86,590

Departmental Planned Spending Table and Full Time Equivalents

($ thousands)	Forecast Spending 2007–08	Planned Spending 2008–09	Planned Spending 2009–10	Planned Spending 2010–11
Foundational Learning: Public Servants are able to perform in their current job, take on challenges of the next job in a dynamic, bilingual environment	59,910	**68,829**	66,040	66,040
Organizational Leadership Development: Public Service has strong leaders delivering results for Canadians	11,551	**13,133**	13,133	13,133
Public Sector Management Innovation: Public Service organizations innovate to achieve excellence in delivering results for Canadians	15,129	**14,640**	14,539	14,539
Total Budgetary Main Estimates	86,590	**96,601**	93,712	93,712
Adjustments				
Supplementary Estimates				
Transfer to the Canada Public Service Agency for the National Managers Community	(7)			
Other				
Funding for Internal Audit – Treasury Board Vote 10	264			
Compensation Adjustments - Treasury Board Vote 15	396			
Operating Budget Carry Forward – Treasury Board Vote 22	3,840			
Increase to forecast of respendable revenues through the conduct of operations	12,000			
Revenue Carry Forward	15,591			
Employee Benefit Plan (EBP)	95			
Total Adjustments	32,179			
Total Planned Spending	118,769	**96,601**	93,712	93712
Less: Revenue Credited to the Consolidated Revenue Fund pursuant to Section 29.1(1) of the Financial Administration Act (note 1)	32,000	**32,000**	32,000	32,000
Plus: Cost of services received without charge (note 2)	13,604	**14,103**	14,547	14,547
Total Departmental Spending	100,373	**78,704**	76,259	76,259
Full-time Equivalents (note 3)	940	**940**	940	940

Planned Spending from appropriations is anticipated to remain stable over the next three years.

Notes:

(1) This amount can be spent only upon earning the equivalent amount in revenue.

(2) Includes the following services received without charge: accommodation charges (Public Works and Government Services Canada); and Contributions covering employer's share of employees' insurance premiums and expenditures (Treasury Board Secretariat).

(3) Full-time equivalents reflect the human resources that the department uses to deliver its programs and services. This amount is based on a calculation that considers full-time, term, casual employment and other factors such as job sharing.

Summary Information

Financial Resources ($ thousands)

2008–09	2009–10	2010–11
$96,601	$93,712	$93,712

Human Resources (FTEs)

2008–09	2009–10	2010–11
940	940	940

Program Activities by Strategic Outcome

Strategic Outcome:	**Public Servants have the common knowledge and the leadership and management competencies they require to fulfill their responsibilities in serving Canadians**				
		Planned Spending ($thousands)			**Contributes to the following priority**
	Expected Results	**2008–09**	**2009–10**	**2010–11**	
Foundational Learning ▪ Orientation ▪ Authority Delegation Training ▪ Functional Communities ▪ Professional Development ▪ Official Languages ▪ On-line learning	Public Servants able to perform in their current job, take on the challenges on the next job in a dynamic, bilingual environment	$68,829	$66,040	$66,040	1, 2, 3
Organizational Leadership Development ▪ Leadership Foundations ▪ Leadership development ▪ Leadership Communities	Public Service has strong leaders delivering results for Canadians	$13,133	$13,133	$13,133	1, 2, 3
Public Sector Management Innovation ▪ Organizational Learning Services ▪ Innovative Management Knowledge Services	Public Service organizations innovate to achieve excellence in delivering results for Canadians	$14,640	$14,539	$14,539	1, 2, 3

Departmental Plans and Priorities

Environment

The Government of Canada is committed to developing a Public Service that supports human capital, nurtures innovation and considers knowledge a strategic asset in providing service to Canadians. The Government of Canada is committed to ensuring that the federal government and Public Service are effective and accountable. Furthermore, the Public Service has signalled a focus on renewal and identified the following key areas to support Public Service Renewal:

- Strategies and practices for ensuring continued capacity to deliver excellence in public policy, programs and services;
- Improved development programs for ensuring excellence, leadership and teamwork;
- Effective human resource management policies and practices; and
- Branding the Public Service as a trusted and innovative institution of national importance.

Learning is an essential element in the renewal of the Public Service. Continuous learning affects the federal government's ability to recruit and retain the talent required to provide quality services to Canada and Canadians. Given the constant evolution of business demands, learning strategies must maximize all learning opportunities including those offered by technology.

The rapid development of new technologies is changing the way public servants work and learn. New technologies represent an opportunity to broaden access to knowledge and skills, encourage continuous learning, and meet the needs and expectations of new generations of public servants. The School is integrating new technologies by increasing the use of information and communication technologies, including the development of a strategy to integrate technology into its existing courses and programs. In 2008-09, and beyond, a particular emphasis will be placed on web-based and blended learning products to enhance efficiency in program delivery.

Public Service Learning Expectations

On January 1st 2006, the Treasury Board's *Policy on Learning, Training and Development* came into effect. The *Policy* highlights the value of learning and the importance of creating a learning culture within the Public Service. More specifically, it establishes employees, organization and employer learning responsibilities and outlines the employer's specific training requirements. CSPS' identified program priorities are geared to help deliver on the *Policy*'s expected results.

Through the delivery of Required Training (Orientation to the Public Service, Authority Delegation Training and Assessment, and Functional Community Programming), and the promotion of a new model for language training, CSPS ensures that:

- new employees share a common understanding of their role as public servants;
- managers at all levels have the necessary knowledge to effectively exercise their delegated authorities;

- specialists in specified functional communities (e.g., finance; human resources; internal audit; procurement, materiel management, real property; and information management) meet professional standards established by the employer; and
- employees at all levels acquire and maintain the knowledge, skills and competencies related to their level and functions.

In addition, CSPS is responsible for developing and delivering leadership development programs, including the educational components of the corporate leadership development programs to:

- help meet current and future human resources needs; and
- ensure senior Public Service leaders align learning with the management improvement objectives of government and departmental business priorities.

The School supports all four pillars for Public Service Renewal– Planning, Recruitment, Employee Development and Enabling Systems – though its primary contribution is to Employee Development as it affects the learning and development of Public Service employees. The importance of the Public Service being a place where employees can learn and develop is essential to the federal government's ability to attract and retain talent.

Priorities for the Planning Period - 2008-09 to 2010-11

Since its creation, the School has focused on supporting the government's learning objectives for public servants and on positioning itself for the future by continuing to develop and implement a comprehensive approach to learning, training and development. During this period, CSPS will work to further align its offerings with government and Public Service priorities, including Public Service renewal. In doing so, it will be guided by the following priorities, which are based upon departmental priorities identified by the School's Board of Governors:

1. Solidifying gains made in establishing foundational learning and enhancing leadership offerings, with an in depth focus on serving the learning needs of functional communities;
2. Launching new initiatives to support Public Service renewal, with a focus on learning for managers;
3. Identification of innovative learning options for the new generation of public servants, including an increased use of web-based and blended learning products for program delivery; and
4. Ensuring the sustainability of programs through refining and developing internal business processes.

SECTION II—ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

Analysis by Program Activity

This section highlights CSPS' priorities for the planning period - 2008-09 to 2010-11 - and its contributions to the achievement of its Strategic Outcome.

Strategic Outcome:	**Public servants have the common knowledge and the leadership and management competencies they require to fulfill their responsibilities in serving Canadians.**

The following three program areas, supported by corporate services, contribute to achieving the School's Strategic Outcome:

1. Foundational Learning: Public Servants are able to perform in their current job, take on the challenges of the next job in a dynamic, bilingual environment.
2. Organizational Leadership Development: Public Service has strong leaders delivering results for Canadians.
3. Public Sector Management Innovation: Public Service organizations innovate to achieve excellence in delivering results for Canadians.

Program Activity 1: Foundational Learning: Public Servants are able to perform in their current job, take on the challenges of the next job in a dynamic, bilingual environment

Financial Resources ($ thousands)

2008–09	2009–10	2010–11
$68,828	$66,040	$66,040

Human Resources (FTEs)

2008–09	2009–10	2010–11
687	687	687

CSPS provides public servants at all levels with foundational learning activities that are aligned with Government of Canada and Public Service management priorities. The objective is to contribute to a professional and effective Public Service. Four key sub-activities contribute to this activity: Required Training, Professional Development Training, Official Languages Learning and Online Learning.

Key Program Sub-Activity: **Required Training – Employer's Knowledge Standards are Met by Strengthening the Capacity of Public Servants**

Financial Resources ($ thousands)

2008–09	2009–10	2010–11
$16,780	$13,992	$13,992

Orientation to the Public Service (Priority Area 1)

CSPS offers the Orientation to the Public Service program across Canada to new public servants (appointed for six months or more). The goal of Orientation is to foster a sense of Public Service identity by introducing new employees to a common culture based on a core set of values and ethics, an inclusive workplace and an organizational structure. In addition, it is a forum for knowledge transfer and exchange on the workings of government and the Public Service.

In 2008-09, CSPS plans to deliver approximately 68 orientation sessions to 8000 new employees across the country. It is expected that public servants who attend the Orientation program will have increased knowledge about the Public Service. To further support departmental-specific needs, and to ensure the continuous relevance of the program, the School will move towards including blended learning solutions in its delivery of the program. This will allow for both flexibility and efficiency. In addition, the School will develop a plan to address the needs and concerns of Public Safety Portfolio agencies, and will continue to align the program content with Treasury Board of Canada's Standards on Knowledge for Required Training.

Authority Delegation Training (ADT) (Priority Area 1)

CSPS is committed to delivering the Authority Delegation Training (ADT) to five groups of employees - supervisors, managers, executives, senior executives and senior leaders - as required by the *Policy on Learning, Training and Development* and its associated directive. ADT provides managers with the information they need to meet the legal requirements of their delegated authorities in the areas of finance, human resources, information management, contracting and values and ethics, and to understand corporate policies and priorities. ADT gives managers at all levels a clear understanding of the role and responsibilities associated with their management level.

For 2008-09, CSPS will deliver approximately 200 sessions of the 5 ADT courses. All employees will undergo an assessment of their knowledge to ensure they understand their roles and responsibilities relating to their delegated authorities. Blended learning design options will be explored in order to determine the most effective and efficient delivery options for ADT, such as the increased use of online learning.

Key Program Sub-Activity: **Professional Development Training: Targeted Learning Builds and Sustains Public Sector Management and Professional Foundations**

Financial Resources ($ thousands)

2008–09	2009–10	2010–11
$16,653	$16,653	$16,653

Professional development training is composed of two distinct sets of programming: Functional Communities, and Professional Development. A description of and expected results for each are provided below.

Functional Communities Programming (Priority Area 1)

Professional training in this area aims to ensure that public servants in specialized functional communities acquire the fundamental knowledge and skills they require to perform in their job. CSPS will intensify the implementation of a systematic approach for working with functional communities that ensures strategic issues and key priority functional communities are identified, and that a plan is established to address their needs including priorities identified through Public Service renewal.

Specifically, the CSPS will continue the development of curricula for priority areas identified to date, such as Information Management, Internal Audit, Human Resources and Finance, and focus further on functional communities identified by the Canada Public Service Agency. In 2008-09, CSPS will finalize some of the curricula currently under development and initiate curriculum design for the remaining functional communities.

Professional Development Programming (Priority Areas 1 and 2)

Through Professional Development Programming, CSPS aims to ensure that common management and professional learning needs are identified and met. This includes the delivery of management development courses to supervisors, managers and executives, as well as professional development training courses to all public servants, including courses on specific techniques and practices and general public administration skills and competencies. Programs delivery will be assisted through the development of Memoranda of Understanding (MOUs) with government departments and agencies. As well, to strengthen capacity, CSPS will create a community of practice for internal and external instructors delivering the management development program.

Key Program Sub-Activity: **Official Languages Learning: Facilitate Official Languages Capacity in Support of a Culture of Bilingualism (Priority Areas 1 and 3)**

Financial Resources ($ thousands)

2008–09	2009–10	2010–11
$28,752	$28,752	$28,752

In April 2007, the School launched a new model for language training that focused on the development of new learning tools and methods to support the maintenance of language skills and to promote an active culture of bilingualism in the workplace. Through the new model, the School also provides learning advice to departments, ensures the quality of private sector learning service providers, and offers placement of teachers on-site with departments to support employees' language learning in their work environment. With the extensive development of e-learning tools, Public servants now have access to leading-edge on-line language training tools any time of the day through Campus*direct* the on-line campus of the School.

In order to maintain the momentum of the new language training model, Official Languages Learning will address two elements: access to language training services and language acquisition and retention. Over the planning period, CSPS will continue to offer timely and accurate learning plans and facilitate timely access to quality-assured and cost-effective language training for public servants. It will also continue to assist departments by:

- Providing and promoting access to a variety of learning services.
- Innovating, designing, adapting and promoting pertinent learning products to sustain a bilingual workplace culture.

CSPS will continue to work with key stakeholders to find new and innovative ways to move the language learning agenda to a new level. As part of this, there will be continued efforts to attract, train and retain a talented, representative and bilingual workforce.

More specifically, in 2008-09, CSPS will:

- develop, update and provide accurate second language learning plans to up to 1500 public servants in the National Capital Region (NCR);
- ensure that quality language training continues to be dispensed by qualified providers in the NCR and that a national framework is implemented to ensure standardized quality assurance across the country;
- offer language training services to up to 30 students with learning disabilities;
- supply qualified on-site teachers in the NCR and external service providers across the country; and
- develop, update and improve products and approaches for second language maintenance and acquisition, including ensuring product accessibility and national leadership for special projects.

Over the longer term, the emphasis will be on:

- continuing to find innovative and cost-effective ways of acquiring and maintaining second official language capacity;
- capitalizing on new technologies to facilitate acquisition and maintenance of second official language capacity; and
- expanding the use of self-service tools and products (e.g.: self assessment, self-learn and self-tests).

Key Program Sub-Activity: Online Learning: Public Servants have Efficient Access to Online Learning Tools (Priority Areas 1 and 3)

Financial Resources ($ thousands)

2008–09	2009–10	2010–11
$6,643	$6,643	$6,643

This Program Sub-Activity is a new component of the Foundational Learning Program Activity. While on-line learning has been a part of CSPS operations in the past, this is the first time it has been explicitly delineated as a program sub-activity for reporting purposes.

For 2008-09, CSPS will:

- support e-learning and blended learning products as well as implement and deliver new products in these formats;
- provide integrated learning solutions by implementing and maintaining departmental learning portals;
- undertake capacity planning and upgrades to the Campus*direct* infrastructure; and
- increase the capacity and functionality of the Campus*direct* environment in order to support School operations.

Over the planning period, CSPS plans to:

- research, test and adopt new technologies in learning and research programs to promote greater access to and reach of School programs, and to enable greater interaction among participants;
- support the migration of existing classroom courses to blended learning solutions; and
- replace the Campus*direct* platform with the incoming Integrated Learner Management System (ILMS) platform.

Program Activity 2: Organizational Leadership Development: Public Service has strong leaders delivering results for Canadians

Financial Resources ($ thousands)

2008–09	2009–10	2010–11
$13,133	$13,133	$13,133

Human Resources (FTEs)

2008–09	2009–10	2010–11
106	106	106

Under Public Service Renewal, continuous learning is identified as central to ensuring organizational effectiveness and building individual capacity. Likewise, emphasis is placed on "ensuring sound people management capacity for all managers."[1] CSPS supports Public Service Renewal by building strong leadership competencies for existing and emerging managers. There are three distinct components to this activity:

1. Leadership Foundations.
2. Leadership Development Programs.
3. Leadership Community Building.

Key Program Sub-Activity: Leadership Foundations: Learning Opportunities are Accessible to Enable Public Servants to Become Better Leaders (Priority Areas 1 and 2)

Financial Resources ($ thousands)

2008–09	2009–10	2010–11
$5,484	$5,484	$5,484

Leadership Foundations aims to ensure that supervisors, managers, executives and senior leaders have enhanced leadership competencies to coach, lead change and meet corporate goals. These leadership competencies include the four key Public Service competencies: values and ethics, strategic thinking, engagement and management excellence. CSPS will provide Public Service leaders with tools and opportunities designed to develop and strengthen ares identified in the Leadership Framework: empowered individuals, developed organizations, strong networks, and connected and aligned organizations.

[1] CPSA, *2007-08 Public Service Renewal Action Plan*. p. 2.

Tools and opportunities include the design, development and delivery of leadership development programs and courses for supervisors, managers, executives and senior leaders, including the ongoing Aboriginal program leadership development courses,

Priorities for 2008-09 in the area of leadership foundations include:

- Delivery of leadership development courses and Action Learning Groups for managers, supervisors, executives and senior leaders in the NCR and the regions.
- Complete the roll-out of new leadership programming to address key gaps in the leadership development continuum.
- Develop and implement a Coaching Strategy, including designing and delivering courses, workshops and other learning approaches for executives and managers.
- Develop and pilot a learning strategy to build capacity on key corporate priorities: performance management and integrated planning.
- Develop and pilot a learning strategy to help executives target development of specific management and professional skills.

In 2009-10 and 2010-11, CSPS priorities will include:

- implementing a learning strategy on performance measurement; and
- consolidating course offerings to align to development needs as identified through the leadership frame and incorporate new technologies to support greater interaction at reduced costs.

Key Program Sub-Activity: Leadership Development Programs: Learning Opportunities are Targeted to a Cadre Ready to Assume Leadership Responsibilities (Priority Areas 1 and 2)

Financial Resources ($ thousands)

2008–09	2009–10	2010–11
$5,268	$5,268	$5,268

Leadership development programs are designed to provide structured and comprehensive career development to high potential public servants in support of succession planning at both the corporate and government-wide level. These programs include:

- The Advanced Leadership Program, aimed at building a cadre of effective, high potential senior executives and a stronger community of senior leaders.
- The Accelerated Executive Development Program, the Career Assignment Program and the Management Trainee Program.
- Living Leadership: The Executive Excellence Program, targeted at executives aiming to assume more senior leadership responsibilities.
- The Direxion Program targeted at managers that aspire to become executives.

- A new leadership program targeted to high performing individuals with strong leadership potential to move into entry-level management roles. This new Program will help deliver on Public Service renewal initiatives focused on learning for managers.

CSPS will consolidate its course offerings under these leadership development programs to ensure alignment with government priorities and department needs.

Key Program Sub-Activity: Leadership Community Building: Learning Opportunities Enhance Leaders' Contextual Knowledge (Priority Areas 1 and 3)

Financial Resources ($ thousands):

2008–09	2009–10	2010–11
$2,381	$2,381	$2,381

Leadership community building aims to provide departments and their leaders with leading-edge knowledge on trends and issues of strategic importance to the Public Service, including effective practices in public management and to ensure knowledge transfer and uptake.

It is under leadership community building that senior leaders are provided with opportunities to develop enhanced understanding of Public Service priorities and culture through programs such as seminars and learning events targeted to their needs. CSPS uses international partnerships to enable Canadian executives to compare management approaches with leading-edge practices elsewhere. These events also provide leaders with opportunity to discuss issues and priorities of common interest.

The key areas of focus in leadership community building are:

- Completing the start-up of the Leadership Across Borders Program, a four-country joint venture designed to build enhanced leadership skills in dealing with complex issues by comparing best practices across jurisdictions.
- Consolidating existing products including seminar series for leaders and senior leaders to improve understanding of key public service issues.
- Using technology to build and sustain community of practices and networks for information sharing and the dissemination of best practices.

Program Activity 3: Public Sector Management Innovation: Public Service organizations innovate to achieve excellence in delivering results for Canadians

Financial Resources ($ thousands)

2008–09	2009–10	2010–11
$14,640	$14,539	$14,539

Human Resources (FTEs)

2008–09	2009–10	2010–11
147	147	147

This program activity aims to maximize the performance and effectiveness of the Public Service by integrating individual development of public servants with organization-focussed solutions for learning, change management and management innovation. It has two main components:

1. Organizational Learning Services.
2. Innovative Management Knowledge Services.

Key Program Sub-Activity: Organizational Learning Services: Learning Strategies are Integrated with Organizational Performance (Priority Area 1)

Financial Resources ($ thousands):

2008–09	2009–10	2010–11
$6,315	$6,214	$6,214

Organizational learning services provide a focal point for engaging organizations to:

- align their learning agenda with their priorities and ensure their individual learning needs of their employees are optimally addressed;
- help them achieve renewal objectives through tailored team-based solutions that integrate research on management innovations, individual development, and organizational change management.

This is accomplished through two main types of activities

Departmental Client Relations

The goals of Departmental Client Relations are twofold: to facilitate information flow with organizations so that they can engage in effective learning, and to provide integrated learning

solutions to these organizations. The outcome is that organizations and partners align their learning needs to government priorities. CSPS helps organizations to both identify their learning needs and to access the full range of CSPS expertise and programming.

The Departmental Client Relations function requires the School's regional directors and account executives to work collaboratively to:

- Understand and report on the learning needs of clients;
- Promote CSPS learning opportunities, services and programs;
- Support departments and agencies with integrated learning solutions; and
- Support departments and agencies in meeting the requirements of the *Policy on Learning, Training and Development.*

Key priorities for the planning period include:

- Provide leadership in the interdepartmental learning community through engagement in key interdepartmental networks, establishments of learning communities of practice and facilitation of best practices sharing.
- Report on client intelligence, including learning needs and client feedback, to inform decision-making on course and curriculum review and investments in new offerings.
- Promote of CSPS and its offerings through ongoing outreach and targeted promotion activities.

Change Management

The outcome of Change Management Services is to help federal organizations achieve their renewal goals through organizational learning interventions that develop organizational leadership and management capacity. The individual learning activities of CSPS help empower leaders at all levels though knowledge and skills. The change management activities help ensure these empowered leaders can maximize their collective performance within strong organizations.

Change management activities focus on integration of learning support that client organizations need to achieve their renewal goals:

- advising and supporting intact management teams on change management strategies;
- tailoring individual learning solutions to meet team-wide needs in an organization and support their change management strategies;
- developing team-based learning strategies to accelerate adoption of new management approaches across an organization.

For 2008-09, the priorities for these activities are to continue to deliver organizational change services to departments while improving its offerings in two ways:

- define standardized best practices and tools for organizational change management, and make them more accessible to organizations;

- develop standardized organizational learning solutions on key management priorities to accelerate adoption of new management practices across a whole team.

CSPS uses its expertise to provide organizational development solutions for other governments on a cost-recovered basis. It delivers projects with the Canadian International Development Agency in areas involving the transfer of Canadian experience and values, the development of capacity to deliver innovative management development programs and training and development for decision-makers. It is also active in selected communities of practice to facilitate knowledge transfer and exchange amongst public servants internationally.

These international organizational development activities with CIDA enables CSPS to deepen its expertise in organizational learning techniques, and its knowledge of leading practices in public management. This, in turn, enables CSPS to improve development programs for Canadian public servants.

Key Program Sub-Activity: Innovative Management Knowledge Services: Knowledge on Innovative Management Practices and Emerging Issues is Transferred (Priority Areas 1, 2 and 3)

Financial Resources ($ thousands):

2008–09	2009–10	2010–11
$8,325	$8,325	$8,325

Innovative Management Knowledge Services contribute to the improvement of the School's offering through research, broad-based dialogues and development of stronger partnerships with the academic sector on issues related to public management. The over-riding goal is to accelerate the adoption of leading practices in public management across the public service to build stronger organizations and thereby support public serviced renewal.

Research on Innovative Management Practices

CSPS has a long tradition of research on public management issues. Its research program is aligned with government management priorities, and focuses on the "how to" of innovative management practices.

A key priority for 2008-09 is to move towards an integrated research and learning strategies on key management issues such as integrated planning and talent management, to maximize the actual changes to management practices in the public service.

- First key management challenges are defined through research, through scanning outside the public service, and through collaboration with leading practitioners.
- Second, leading practices are researched and defined in partnership with practitioners, with a focus on developing a community of practice which itself sustains innovation and disseminates leading practice on this issue.

- Third, results would be disseminated through reports, on-line tools, and conferences, and integrated into individual learning programs across the CSPS.

Partnership with Academic Institutions

CSPS is developing stronger partnerships with universities across Canada to support research in public management innovations and professional development of public servants. Key activities include:

- Conferences and seminars where public management specialists debate public management issues with leading practitioners
- Interchanges where mid-career public servants teach, study or research on campus to build capacity in high-priority areas of public management.
- Deputy Minister University Champions Program, which strengthens linkages between the Government of Canada and Canadian universities on issues ranging from recruitment of graduates to research on public management challenges.

A key priority for 2008-09 is to better support the expanded Deputy Minister Champions program as they build a stronger relationship between the public service and universities on issues of common concern.

Conferences and Special Events

The outcome of Conferences and Special Events component of Innovative Management Knowledge Services focuses on knowledge transfer of innovative management practices. To this end CSPS organizes large-scale knowledge transfer activities that support and facilitate the adoption of these innovative practices.

For the planning period, the key priority is supporting the strategic priorities of CSPS by providing the design and delivery of large-scale, just-in-time learning events. These events include conferences, armchair discussions and re-design of the Orientation Program for large-scale delivery.

The focus for 2008-09 will be to expand the reach of these events, by providing more of them in regions, and making greater use of technology to such as web-casting and blogs to enable dialogues across regions and over time.

SECTION III—SUPPLEMENTARY INFORMATION

Table 1: Departmental links to the Government of Canada Outcomes

Strategic Outcome: Public servants have the common knowledge, and leadership and management competencies required to effectively serve Canada and Canadians.				
	Planned Spending ($ thousands)			Alignment to Government of Canada Outcome Area
	2008–09	2009–10	2010–11	
Foundational Learning	68,828	66,040	66,040	All
Organizational Leadership	13,133	$13,133	$13,133	All
Public Sector Management Innovation	$14,640	14,539	14,539	All

Under the whole-of government framework, the Canada School of Public Service is a federal organization that contributes to all Government of Canada outcomes by providing learning services and support to all departments and agencies. The School's priorities contribute to ensuring accountability, professionalism and bilingualism of the federal Public Service.

Table 2: Sustainable Development Strategy

Not applicable

Table 3: Evaluations

Name of Evaluation	Evaluation Type	Status	Expected Completion Date
Leadership Development Courses	Formative	Planned	June 2008
Official Languages On-line courses/tools/products	Formative	Planned	June 2008
Orientation to the Public Service Program	Formative	In Progress	September 2008
Information Technology – Evaluation of the Shared Services Agreement	Formative	Planned	December 2008
Orientation to Level (ADM, DM)	Formative	Planned	March 2009
Authority Delegation (Supervisor, EX 1,2,3)	Formative	Planned	March 2009
Required Training Information Management	Formative	Planned	March 2009
Required Training for Procurement, Material Management and Real Property	Formative	Planned	March 2009
New Official Languages Delivery Model	Formative	Planned	March 2009
Professional Development for Emerging Functional Communities - Policy	Formative	Planned	March 2009
Management Development Programs – Values and Ethics	Formative	Planned	March 2009
Management Development Programs – Strategic Thinking	Formative	Planned	March 2009
Management Development Programs - Management Excellence	Formative	Planned	March 2009
Seniors Leaders Development Program	Formative	Planned	March 2009

Name of Evaluation	Evaluation Type	Status	Expected Completion Date
Organizational Leadership	Formative	Planned	March 2009
E-Learning Plan Tool	Formative	Planned	March 2009
Client Contact Centre (Registration)	Formative	Planned	March 2009
Departmental Client Relations	Formative	Planned	March 2009
Professional Development for Established Functional Communities – Human Resources	Formative	Planned	March 2010
Professional Development for Established Functional Communities – Finance	Formative	Planned	March 2010
Professional Development for Established Functional Communities - Audit	Formative	Planned	March 2010
Professional Development for Emerging Functional Communities – Federal Regulators	Formative	Planned	March 2010
Professional Development for Emerging Functional Communities – Information Technology	Summative	Planned	March 2010
Professional Development for Emerging Functional Communities – Communication Specialists	Formative	Planned	March 2010
Career Development Programs	Summative	Planned	March 2010
Advanced Leadership Program	Formative	Planned	March 2010

Name of Evaluation	Evaluation Type	Status	Expected Completion Date
Innovative Public Management Research Fund	Formative	Planned	March 2010
Campus Direct On-line courses	Formative	Planned	March 2010
Conferences and Special Events - Conferences	Formative	Planned	March 2010
Records and Reports	Formative	Planned	March 2010
Registration System (I-LMS)	Formative	Planned	March 2010
Marketing	Formative	Planned	March 2010
Orientation to the Public Service Program	Summative	Planned	March 2011
Orientation to Level (ADM, DM)	Summative	Planned	March 2011
Authority Delegation (Supervisor, EX 1,2,3)	Summative	Planned	March 2011
Professional Development for Emerging Functional Communities - Policy	Summative	Planned	March 2011
Professional Development for Emerging Functional Communities – Program Evaluation (planned)	Formative	Planned	March 2011
Professional Development for Emerging Functional Communities – Science and Technology (planned)	Formative	Planned	March 2011
Management Development Programs – Values and Ethics	Summative	Planned	March 2011
Management Development Programs – Strategic Thinking	Summative	Planned	March 2011

Name of Evaluation	Evaluation Type	Status	Expected Completion Date
Management Development Programs - Engagement	Formative	Planned	March 2011
Management Development Programs - Management Excellence	Summative	Planned	March 2011
Conferences and Special Events – Armchair Sessions	Formative	Planned	March 2011

Table 4: Green Procurement

1.	How is your department planning to meet the objectives of the Policy on Green Procurement?		
	CSPS is doing the following: 1. reviewing its training documents to ensure that clients are familiarized with the Green Procurement Policy; 2. reviewing the Acquisition Card policy to ensure that clients buy more using an Acquisition card then using a purchase order or a contract; 3. meeting with its clients to plan their yearly requirement. This will allow for the consolidation of most of their requirements in order to reduce the number of contracts issued in a year through the issuance of Standing Offers and Contracts with option periods; 4. reviewing its contracts in an attempt to reduce the number of pages to be printed and request that contracts be printed double-sided; 5. reinforcing the purchase or rental of recycled and reused material when acquiring goods and services.		
2.	Has your department established green procurement targets?		
	☐ Yes	☐ No	X In progress
3.	Describe the green procurement targets that have been set by your department and indicate the associated benefits anticipated.		
	Specific targets will be set in the following year. However, under the current actions, CSPS anticipates that above will result in a huge reduction of paper.		

Table 5: Internal Audits

The Canada School of Public Service was provided with ongoing incremental funding from the Office of the Comptroller General to implement the enhanced requirements of the 2006 Treasury Board *Policy on Internal Audit*. This funding was provided largely for the hiring of professional staff, training and development, creation of critical infrastructure, and costs associated with external audit committee members.

Given the School did not have a dedicated internal audit function, a Chief Audit Executive was engaged in September 2007. A priority for the new Chief Audit Executive is the establishment of the Office of Internal Audit and the development of a three year internal audit plan identifying the audits to be conducted over the next three fiscal years. The plan is expected to be completed by the end of the 4th quarter of 2007-08 at which time it will be made available.

One contracting audit was completed in 2007-08 by Finance Canada who undertook the audit as part of an interim arrangement to provide internal audit services to the School.

Audit Name	Audit Type	Status	Expected Completion Date	Electronic Link to Report
Audit of Selected Contracting Activities	Procurement	Completed		TBD
2008-09 to 2010-11 Risk-based Internal Audit Plan	Annual Plan	In Progress	March 2008	TBD

Table 6: Services Received Without Charge

($ thousands)	**2008–09**
Accommodation provided by Public Works and Government Services Canada	**10,500**
Contributions covering employers' share of employees' insurance premiums and expenditures paid by the Treasury Board of Canada Secretariat (excluding revolving funds)	**3,603**
Total services received without charge	**14,103**

Table 7: Sources of Respendable and Non-respendable Revenue

Respendable Revenue

($ thousands)	Forecast Revenue 2007–08	**Planned Revenue 2008–09**	Planned Revenue 2009–10	Planned Revenue 2010–11
Foundational Learning: Public Servants are able to perform in their current job, take on challenges of the next job in a dynamic, bilingual environment	22,399	**22,399**	22,399	22,399
Organizational Leadership Development: Public Service has strong leaders delivering results for Canadians	6,400	**6,400**	6,400	6,400
Public Sector Management Innovation: Public Service organizations innovate to achieve excellence in delivering results for Canadians	3,201	**3,201**	3,201	3,201
Total Respendable Revenue	32,000	**32,000**	32,000	32,000

Table 8: Summary of Capital Spending by Program Activity

(S thousands)	Forecast Spending 2007–08	**Planned Spending 2008–09**	Planned Spending 2009–10	Planned Spending 2010–11
Foundational Learning: Public Servants are able to perform in their current job, take on challenges of the next job in a dynamic, bilingual environment	931	**1,134**	1,080	1,080
Organizational Leadership Development: Public Service has strong leaders delivering results for Canadians	101	**123**	117	117
Public Sector Management Innovation: Public Service organizations innovate to achieve excellence in delivering results for Canadians	227	**276**	263	263
Total	1,259	**1,533**	1,460	1,460

Table 9: User Fees

Name of User Fee	Fee Type	Fee-setting Authority	Reason for Planned Introduction of or Amendment to Fee	Effective Date of Planned Change	Consultation and Review Process Planned
Fees charged for the processing of access requests filed under the *Access to Information Act* (ATIA)	Other products and services (O)	*Access to Information Act*	Fees charged for the processing of access requests filed under the *Access to Information Act* (ATIA)	N/A	N/A

SECTION IV—OTHER ITEMS OF INTEREST

Program Activity: Internal Services (Priority Area 4)

Financial Resources ($ thousands)

2008–09	2009–10	2010–11
$15,870	$15,384	$15,384

Human Resources (FTEs)

2008–09	2009–10	2010–11
304	304	304

In order to effectively deliver on the Treasury Board *Policy on Learning, Training and Development*, CSPS must have a strong corporate infrastructure and a human resource capacity capable of meeting program requirements. The outcome of the Internal Services program activity is that effective decision making is supported through integrated advice and information strategies and the provision of high quality corporate services. It includes all of the systems, processes and infrastructure that support CSPS operations behind the scenes and ensure that CSPS can offer high quality learning programs to its clients. To sustain capacity build over the last two years, CSPS is now at the stage where it needs to review and refine business processes and systems to support its work on an ongoing basis. This will be the focus of activities within this Program Activity over the planning period.

Management and Oversight Services

CSPS is governed by a fifteen-member Board of Governors, composed of public and private sector officials. As set out in legislation, the Board is responsible for the conduct and management of CSPS affairs and must meet at least twice annually. For the planning period, a key priority for CSPS is providing support to the Board of Governors in its production of its Addendum to the Five Year Report to Parliament in 2008-09 and its clarification and review of Board roles and responsibilities.

Public Policy Services

CSPS will continue to strengthen its strategic planning function during the planning period. It will further develop the integrated business planning and corporate governance processes implemented in 2007-08 to ensure an integrated planning process and operational cycle that effectively supports corporate decision-making and strategic direction. In addition, CSPS will continue to ensure effective corporate-level results-based management and horizontal coordination with its portfolio partners.

Public Affairs and Communication Services

Public affairs and communication services provide effective communication of CSPS key messages and effective marketing and promotion of its products. By doing this, CSPS is working to increase client awareness of CSPS brand, image, products and services and ensure common internal awareness of key priorities and issues. There are two key priorities in this area:

- Development and implementation of an integrated marketing approach and alignment of all promotion activities in order to market and promote CSPS programs and activities.
- Implementation of a coordinated approach for communicating CSPS directions, key priorities and initiatives out to stakeholders and internally to employees.

Evaluation Services

Evaluation services enhance the relevance, quality and performance of the CSPS learning programs through a rigorous program of evaluations, performance measurement and quality assessment in compliance with policy requirements. The priorities for the planning period are as follows:

- Implement the CSPS Evaluation Plan and develop evaluation frameworks to assist in the planning of formative and summative evaluations.
- Conduct assessments of courses, monitor, analyze and disseminate results to inform course design and decision-making.
- Develop a report on the State of Performance Measurement in CSPS.

Financial Management Services

Financial Management activities during the planning period will continue to support the organization and senior management stewardship and financial accountability responsibilities:

- Refinement and implementation of a departmental costing model, including the overarching framework and policies under which it is to operate.
- Enable managers to manage their financial resources by improving the delivery of accounting operations.
- Preparation of auditable financial statements to ensure accordance with generally accepted accounting principles and financial accountability requirements.
- Implementation of a Corporate Risk Policy and Framework.

Over the longer planning period, CSPS will also:

- develop a fee structure for its services; and
- conduct a financial review of its policies following the Treasury Board Secretariat policy suite renewal.

Supply Chain Management Services

Supply chain management services at CSPS include procurement and contracting. Continuing to build on advances made in the previous planning period CSPS will:

- continue to implement the contract management framework, increasing the availability of contracting tools to managers, and thereby reducing the timeframe for acquisition of goods and services; and

- provide quality assurance monitoring for all contracts to ensure that procurement transactions follow Public Works and Government Services Canada/Treasury Board Secretariat policies.

Facilities and Assets Management Services

Facilities management will be critical over the planning period. The shortage of office space, facilities improvement and the need to strategically co-locate parts of the organization will be a focus over the next few years. Over the planning period, CSPS will develop a long-term accommodation plan and a related program of work. It is also committed to consolidate space in the NCR and optimize office space in the regions.

Information Management Services

Over the planning period, CSPS aims to increase the efficiency of information management within the organization. As part of this, it will raise awareness amongst employees of information management responsibilities and the advantages of effective information management. CSPS will undertake this by:

- Developing and promulgating information management-related policies;
- Developing a new file classification system;
- Implementing a document and record management system (RDIMS) to support information management needs;

Information Technology Services

Information technology (IT) is a key priority for CSPS in 2008-09 and over the planning period. In addition to ongoing operation, policy and support services, CSPS manages three separate registrations systems. In 2008-09, it will implement a new registration system to integrate existing registration and learner tracking systems and add new business applications. Key priorities are as follows:

- Development of information management/information technology related policy and standard to include Treasury Board Secretariat request for IT security.
- Successful deployment of the Integrated Learner Management System (ILMS), including a comprehensive data architecture, an effective exchange protocol, appropriate linkages to enterprise-wide projects, and full consultative deployment with all internal and external stakeholders; and

Human Resources Management Services

The four central areas under the purview of Human Resources Management are development of integrated policy/advisory functions and programs, provision of operational functions and human resources services, strengthening labour-management relations and overseeing internal conflict resolution. Human resources, in the form of attracting and retaining key talent, as well as succession planning, is a key internal area of focus for CSPS in this planning period.

Key priorities over the planning period include:

- Ensuring organizational charts are updated, current and reflect the operations of CSPS.
- Implementation of a Development and Career Progression Program (DCPP) for program designers, facilitators and the core administrative support group and HR specialists.
- Development of a Human Resources Management monitoring and reporting framework to ensure that regular corporate reports are provided to managers on a timely basis.

Legal Services

The outcome of this area is to deliver effective legal services, providing quality, timely legal services to support CSPS operations. There are no key priorities for the planning period.

Internal Audit Services

Internal audit is a relatively new function at CSPS. The goal of internal audit is to strengthen accountability and support the organization by identifying and providing assurance on high risk areas that could impact on the successful achievement of CSPS objectives. Internal audit services will provide transparent and credible information to be used to make informed decisions that ensure that CSPS delivers effective and efficient programs and services.

Following on significant progress made in this area in 2007-08, CSPS will continue to develop a systematic approach to audit in 2008-09. Key priorities in the area of internal audit include:

- Implementing the Treasury Board *Policy on Internal Audit;*
- Developing a risk –based internal audit plan that will identify and elaborate on all audits for 2008-09 and identify notional audits for the remaining two years;
- Appointing external members to the Audit Committee and developing an Audit Committee Charter; and
- Developing a Quality Assurance Program.

Other Support Delivery Services

Integrated Regional Services

The Canada School of Public Service is a national school, delivering learning products, services and opportunities across the country through its 10 campuses outside the National Capital Region. CSPS' regional offices build relationships with Regional Federal Councils and regional operations of departments and agencies to support the learning needs of federal regional operations and enhance the presence and effective delivery of the range of CSPS programming across the country.

In 2008-09, regional service delivery will focus on:

- Delivering Required Training to public servants across the country;
- Delivering a broad range of leadership learning offerings for all levels with a specific focus on middle managers;

- Establishing and implementing in the regions the three functions of the language training model: building capacity to deliver quality assurance, advisory services, and research and development in the regions; and
- Implementing a more systematic approach to documenting and integrating regional client needs and intelligence into business planning at key junctures in the business cycle. This will help to deepen CSPS knowledge of learning needs in the regions and the learning advice required by them.

Over the entire planning period, integrated regional services will focus on:

- Developing innovative and cost-effective ways to train all learners.
- Implementing the language training model by 2009-2010. Once capacity has been built, the emphasis will move to transitioning delivery to external providers.
- Maximizing benefit of distance and alternative learning methods in order to be able to serve public servants wherever they are located.

Client Contact Centre

The key priority of the Client Contact Centre (CCC) is to provide effective and efficient client service and timely and accurate reporting services.

In 2008-09, CSPS is committed to fully deploying the Required Training Portal to all departments and agencies. The Portal will streamline business processes by allowing direct data entry by departments, be the source of reports to departments, improve data quality and facilitate information exchange.

CSPS will also implement a client advisory service function to allow users to receive timely, in-depth and accurate information on CSPS products and services.

Blended Learning

Blended learning offers support to program delivery by assisting with the development of technology-enabled blended learning solutions for CSPS. The focus for this planning period will be to continue to develop tools and processes to facilitate and standardize the client interface with CSPS. In order to accomplish this, CSPS will research new learning technologies, promote and support the adoption of new learning technologies and provide learning technology administration and support services for Webex, Tomoye licences, My Groups, etc.